



# MEMORANDUM

To: Mayor and Members of the City Council

From: Montre' Freeman, City Manager  
J. Phillip Webster, Interim Chief of Police

Date: January 20, 2023

Subject: Discussion – Consideration - Proposal to Restructure Department to Meet Current Operational Needs/Addition of Police Lieutenant Position

---

***BACKGROUND:***

The purpose of this memorandum is to propose a restructuring of the Elizabeth City Police Department to meet our current operational/leadership needs, and in light of staffing concerns which continue to be our most difficult challenge.

During the past 13-month period of time (December 2021 through January 2023), the Elizabeth City Police Department saw the departure of 26 sworn full-time members. With the exception of one employee, all of the resignations were voluntary. The primary reason given for wanting to leave this agency has been for better pay. With that said, although better pay is the primary reason provided, it is certainly not the only reason. The reasons are nuanced and more complex than what can be captured in the exit interview and what the exiting employee is willing to express for the "record." I believe the reasons are predominately driven by better pay/competitive salary, but there are also leadership/ morale, a sense of uncertainty, combined with individual personal reasons all factored into the equation. At this time in the Department's history, I strongly believe a restructuring must take place. The restructuring will address operational staffing concerns and will also be aimed at the more complex (leadership/morale/personal) issues we are currently facing.

***ANALYSIS:***

In May 2022, a department-wide assessment process for Police Sergeant, Police Lieutenant, and Police Captain was held. As a result of that assessment, several individuals were promoted within the agency. In the Police Lieutenant Assessment Process, four officers participated and two were promoted to the position of Lieutenant. One of the officers who participated in the assessment process is no longer here. The other officer who participated, Sergeant Eddie Rodriguez, is the only candidate now remaining on the promotional list. Our current policy states that promotional lists are

valid for one year, with the possibility of extending an additional six months. Therefore, the list is currently valid and will be for several months.

I have confidence in Sergeant Rodriguez given his time, experience, and overall work performance with the agency, that he is qualified for the position of Police Lieutenant. I would therefore like to add a Police Lieutenant position to our overall structure and promote Sergeant Eddie Rodriguez to this position. With adding a fourth Police Lieutenant, we would then have one Lieutenant per Patrol Squad in our Field Operations Division. I believe that by having one Lieutenant assigned per Patrol Squad that this would not only provide experienced leadership to our younger officers, but it would also provide enhanced accountability and allow the agency to address the leadership and morale issues that I have observed in a productive and meaningful way.

I have included a proposed Organizational Chart, which reflects our total current workforce (see **Attachment 1**), along with an Agency Breakdown – which shows department-wide where our vacancies currently are (see **Attachment 2**). Unfortunately, the organizational chart (see **Attachment 3**) that was approved in last year's budget process and accounted for all allotted positions is nice in theory and on paper, but it is not what our reality currently looks like. To address the fact that we are down by one-third of our allotted sworn positions, we must for the time-being restructure our supervisory positions and utilize members in key/crucial places where assistance is most needed. Field Operations is the heart of any agency and obviously where we are most in need of support. At the present time, we currently have three vacancies for the position of Police Sergeant. To facilitate the restructuring proposal that has been outlined above, I propose using one of the existing Sergeant positions you can see in Attachment 2 and make that position that of Police Lieutenant instead.

This is a temporary solution. As we begin to recruit new members - and hopefully retain the experienced members we still have on the force - we can eventually go back to the organizational chart that we had adopted last budget season, which encompasses a larger workforce and with more priority/focus on our specialized units.

***STAFF RECOMMENDATION:***

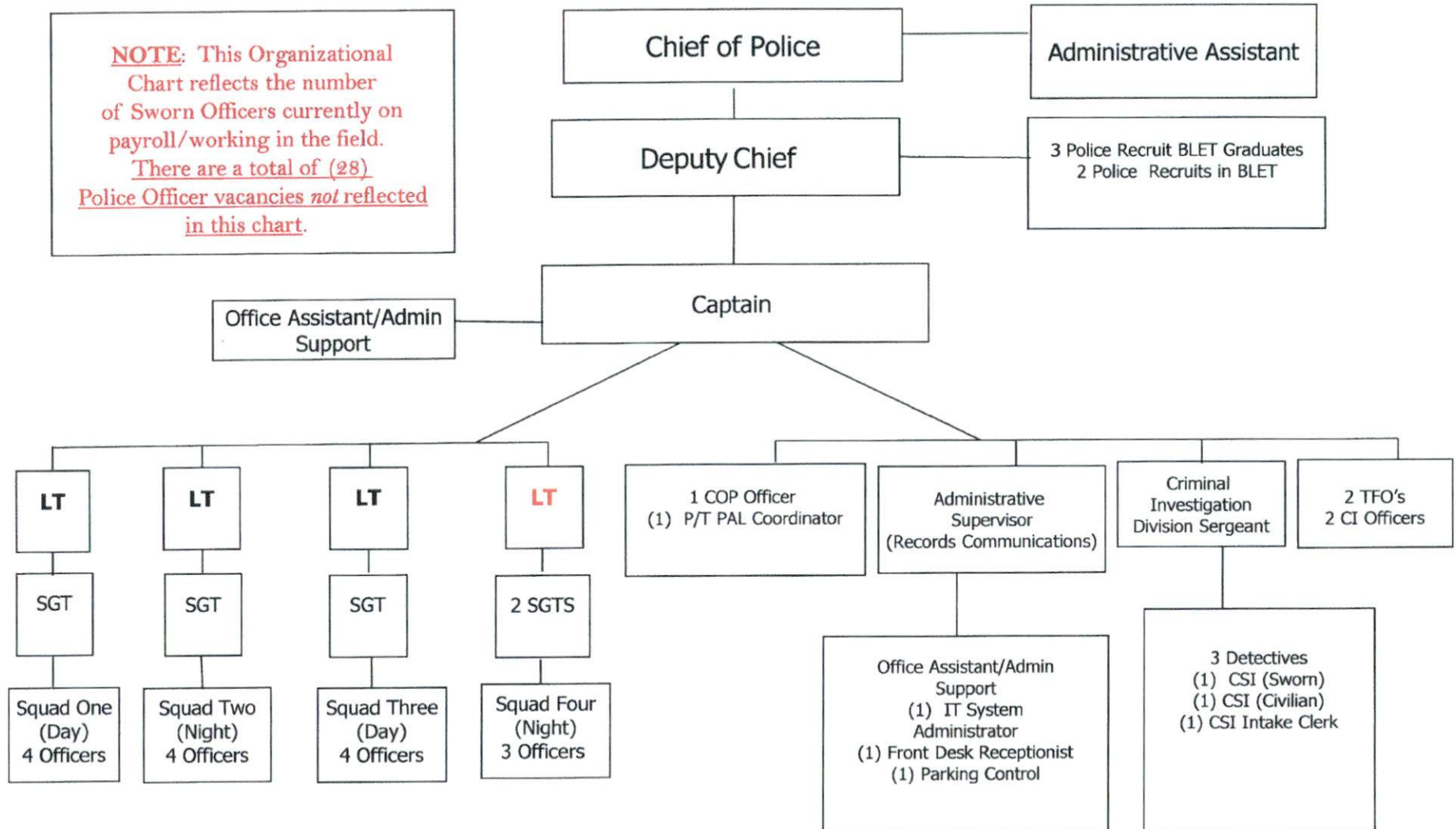
For Council discussion.

# Attachment1

**NOTE:** This Organizational Chart reflects the number of Sworn Officers currently on payroll/working in the field. There are a total of (28) Police Officer vacancies *not* reflected in this chart.

## City of Elizabeth City Police Department

**PROPOSED ORG CHART, January 2023**  
To Reflect Current Workforce



## Elizabeth City Police Department Breakdown

## Attachment2

### ADMINISTRATION

100 – Interim Chief of Police J. Phillip Webster ~ 101 – Deputy Chief James E. Avens, Jr.

106 – Administrative Lieutenant Latoya K. Flanigan ~ 107 – P.O. III C.J. Hewitt ~ Procurement/Fleet & Property Management ~ 108 – (VACANCY PO)

Dawn Garrett – Administrative Assistant to Office of Chief of Police ~ Linda Burrus – Office Assistant III & Fiscal Management Analyst

### FIELD OPERATIONS DIVISION

102 – Support Services Captain Darrell P. Felton

105 – Lieutenant Lamar T. Battle, Squads One & Two

#### SQUAD ONE (DAY)

110 – Sgt. E. Rodriguez (North)

112 – P.O. I E.M. Godard

114 – P.O. I A.H. Bazemore

116 – (VACANCY PO)

118 – (VACANCY PO)

111 – Sgt. B.J. Martin (South)

113 – (VACANCY PO)

115 – (VACANCY PO)

117 – P.O. II/K-9 J.C. Lunsford

#### SQUAD TWO (NIGHT)

210 – Sgt. T.R. Bateman (North)

612 – P.O. I J.D. Young, III

214 – P.O. I T.L. Arevalo

216 – P.O. I/K-9 M.R. Cartwright

218 – (VACANCY PO)

211 – (VACANCY PO)

213 – Prob. S.J. McCoy

215 – (VACANCY PO)

217 – (VACANCY PO)

104 – Lieutenant James K. Judge, Squads Three & Four

#### SQUAD THREE (DAY)

310 – Sgt. J.M. Felton, Sr. (North)

312 – (VACANCY PO)

314 – P.O. I A.M. Rodriguez

316 – (VACANCY PO)

318 – P.O. I R.S. Mateo-Caraballo

311 – Sgt. T.E. Mitchell (South)

313 – (VACANCY PO)

315 – (VACANCY PO)

317 – Prob. C.A. Laporte

#### SQUAD FOUR (NIGHT)

410 – Sgt. B.J. Morgan (North)

412 – (VACANCY PO)

414 – (VACANCY PO)

416 – P.O. I J.D. Colon

418 – (VACANCY PO)

411 – Sgt. M.W. Marriner (South)

413 – P. O. I S.M. Wright

415 – (VACANCY PO)

417 – (VACANCY PO)

419 – P.O. I J.M. Felton, Jr.

### SUPPORT SERVICES DIVISION

103 – (VACANCY)

Kendra L. Bailey, Office Assistant & Admin Support

#### CRIMINAL INVESTIGATIONS UNIT

510 – Sergeant E.J. Graham

511 – (VACANCY PO)

512 – Detective M.R. Lane

513 – (VACANCY PO)

514 – Detective T.C. Freshwater

515 – Detective D.J. Gregory

516 – CSI Tech/Sworn B.L. Knowles

517 – CSI Tech/Civilian M.D. Staten

518 – Crime Scene Intake Annette Summers

Police Recruits: E. Britt, Q. McIntyre, A. Simpson, E. Simmons, & D. Lane

#### DE/CRIMINAL INTEL UNIT

610 – (VACANCY PO)

611 – Agent A.J. Thomas

212 – (VACANCY PO)

613 – Agent K. M. Burgess

614 – Agent B.R. Powell

615 – Agent L.E. Butts

616 – (VACANCY PO)

618 – Agent A.G. Martinez

#### COMMUNITY POLICING UNIT/PAL

710 – (VACANCY PO)

711 – (VACANCY PO)

712 – P.O. III J.F. Bray

713 – (VACANCY PO)

714 – (VACANCY PO)

716 – Desiree Wood, P/T PAL Coordinator

#### RECORDS/COMMUNICATIONS UNIT

Administrative Supervisor Carol Barclift

Senior Records Technician Deneen Jackson

IT System Administrator Justin Wilson

Communications Officer Nicole Fowler

715 – Parking Control Enf/Clerk Kimberly Hunt

# Attachment3

## City of Elizabeth City Police Department

ORG CHART, Submitted for FY2022-2023  
Budget  
To Reflect All Allotted Positions

